

The Impact of Retail Setting Antecedents on Organizational Citizenship Behavior through Job Satisfaction

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Abstract

This study aims to investigate the impact of retailing antecedents on Organizational Citizenship Behavior through job satisfaction of front line employees in Arabic Bank branches at Amman Capital. The study's population included all front line employees in these branches at Amman Capital totaling (52) branches. The study sampling unit consists of individuals working at front line servicing clients in these branches totaling (235) individuals, where 235 questionnaires distributed at the surveyed employees, retrieved (232) and excluded (5) which comes to a total (227). To achieve the study objectives, the study used quantitative (descriptive analytical approach) through different statistical tools, most notably multiple regression analysis.

The study showed number of results namely: The retail system antecedents (Leadership support, Empowerment and Professional Development) impacted the organizational citizenship behavior of frontline employees of Arabic Bank.

The study is proposed a few recommendations for Arabic Bank branches; The managerial practices of Arabic bank management are better to link OCBs and job satisfaction, view it as a base to their strategies to manage the frontline employees.

Keywords: organizational citizenship behavior, leadership support, empowerment, professional development, job satisfaction

1. Introduction

The organizational behavior of citizenship (OCB) has an important role in the literature of organizational theory, and organizational Behavior. The main function of OCB is to ensure employees satisfaction, and to improve their performance (Kunda, Ataman, & Kartaltepe, 2019).

The concept appeared in the early 1980's to become a substantial field of research that underlined labor behavior and organizations social systems (Organ, 1997).

As a result, Ahmad, & Zafar, (2018) stated that it is always necessary to understand humans behavior in order to support this critical system, and equip workers with positive attitudes that reflected in better productivity, effective, and efficient performance (Rubel & Rahman, 2018).

In 1988 Organ confirmed the informal voluntary core of the OCB, Somech & Drach-Zahavy (2004) clarified that if the individual is performing a predefined role or is fulfilling a formal obligation, this is not a proof of the OCB. Such behavior should not be officially reimbursed as it must be outside the formal roles of employees within the organization (Jiao, Richards, & Zhang, 2011).

Organizational citizen behavior (OCB) is an evolving connotation of methods and reasons for individuals to positively contribute to organizations performance beyond their defined roles (Jain, 2016).

Previous research Podsakoff et al., (2000); Alotaibi, A.G. (2001);

LePine, Erez, & Johnson, (2002) confirmed that the citizenship behavior of the organization (OCB) is a predictor of employee job satisfaction. Hence efforts continued to find out citizenship behavior motivators either at the individual intrinsic level, or at the organizational endeavors.

Moh'd (2013); Kunda, et al., (2019) found that organizations social responsibility is likely to support employees' citizenship behavior at hospitality organizations.

Jones, (2010) confirmed that employees' perception of social initiatives energized their citizenship voluntary behavior. Khan, & Rashid, (2012) results underlined the role of leadership style and the organizational justice practices in promoting citizenship behavior. Jha (2014); Han et al., (2016) proved that supportive, inspirational leadership accompanied with empowering employees are drivers for creating and enhancing citizenship attitudes and behavior. Meanwhile Rubel & Rahman (2018) findings connected citizenship behavior with training and development programs provided to banking sector employees at Dhaka.

Recently this concept expanded in an accelerating manner particularly in business research to analyze the situation where people "go further" in the workplace in order to improve the readiness of both employees and employers to maximize the practice of citizenship and gain mutual benefits (Habeeb, 2019).

In spite that there is an agreement of the positive influence job satisfaction have on citizenship behavior, although the results vary according to the sector.

Therefore this paper aims to consider the motivators of jobs satisfaction as a mediator that lead to OCB of (Arabic Bank frontline employees) in capital Amman/Jordan. The conceptual basis and research hypotheses are created in the next sections (see the model in Figure 1). The attitude of the workplace (degree of job satisfaction) is proposed as a direct predictor of OCB.

2. Statement of Problem

Many studies have focused on the operations of businesses in developed countries, Similarly, rare researchers have been studied the relationship between organizational antecedents and job satisfaction and organizational citizenship behavior, in addition to that it is felt that there is a need to study such important subjects in the Arab countries.

This study conducted on Arab bank frontline empowered employees in Amman capital.

Consequently, the purpose of the study is to measure the impact of retail system antecedents (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior through job satisfaction as a mediating variable. To express the study's problem the researchers relied on the recommendations of Alotaibi, A.G. (2001), (Halepota & Shah, 2011); Jha, (2014) Bilgin, et al., (2015); (Jain, 2016); Ahmad, & Zafar, (2018), (Dai et al., 2018); and (Rubel & Rahman, 2018) who underlined the value of citizenship behavior, and the positive yield organizations got to confront the threat of competitors, and to achieve better outcomes.

3. Study's Hypotheses and Model

The research consists of three main variables as shown in Fig(1):

The independent variable: retailing system antecedents (Leadership support, Empowerment and Professional Development). The dependent variable: (Organizational Citizenship Behavior) & the Mediator variable: (Job satisfaction).

The following main hypotheses are stated and will be tested with the purpose of achieving the aim of the study as follows:

H01: There is no statistically significant impact of retail system antecedents (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior of frontline employees of Arabic Bank.

H02: There is no statistically significant impact of retail system antecedents (Leadership support, Empowerment and Professional Development) on job satisfaction of frontline employees of Arabic Bank.

H03: There is no statistically significant impact of job satisfaction on the organizational citizenship behavior of frontline employees of Arabic Bank.

H04: There is no statistically significant impact of job satisfaction in improving the impact of retail system antecedents (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior of frontline employees of Arabic Bank.

Antecedents system

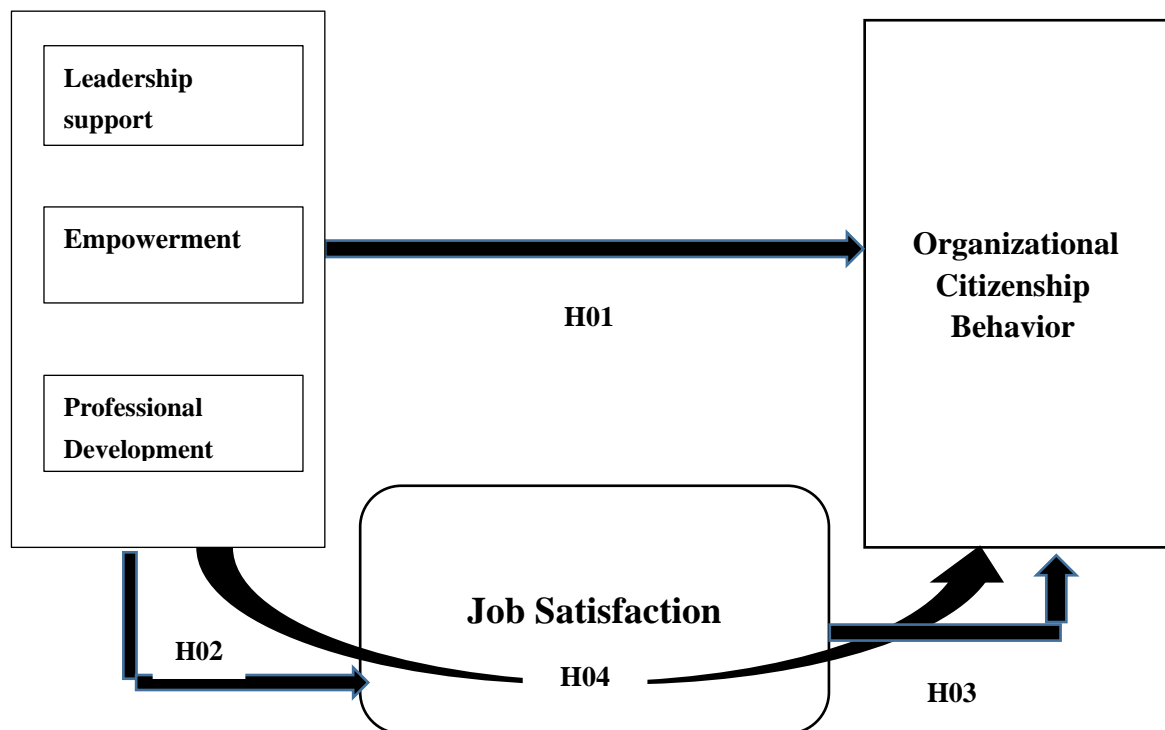


Figure 1. Research Model

4. Theoretical Background and Literature Review

4.1 Antecedents System

4.1.1 Leadership Support

Leadership is defined as the power and the ability an individual has to influence others (subordinates), and to guide them for achieving predetermined objectives (Robbins & Judge, 2013). Leadership encompasses creating a clear vision, establishing SMART objectives, moreover leaders equip followers with the knowledge and the needed tools to achieve these goals as intended (Bakir, 2017b).

Luthans (2011) also identified leaders as supporters who instill courage, empower employees, guide teams for the organizations' success.

Luthans argued that leaders support is pivotal to guarantee followers good performance. It enhances building and maintaining effective interpersonal relationships, facilitates creativity and constructs entrepreneurial spirit (Moh'd, 2018). Managers who are close to their subordinated are likely to earn loyalty and commitment (Yang, & Wei, 2018).

According to Ahmad, & Zafar (2018) those employees who work with friendly, cooperative and supportive leaders are satisfied, productive, and ready for creative initiatives.

Yukl, (2010) introduced nine behaviors the supportive leaders must adopt and be their daily story with followers: "Show acceptance and positive attitude regard others. Be polite and considerate; treat each employee as an individual. Remember important details about the person (like their name!). Be patient and helpful when giving instructions or explanations. Provide sympathy and support when the person is anxious or upset. Express confidence in the person when there is a difficult task. Provide assistance with the work when it is needed. And be willing to help with personal problems".

Within the same context Dai et al., (2018) stated that the behavior of support leaders has a remarkable influence on individuals and organization outcomes.

4.1.2 Professional Development

Theoretically it has been proven that human resources represented the inimitable competitive advantage (Armstrong & Tayler 2014), so that it is crucial to equip them with continuous development and learning programs to boost their capabilities to be able to perform successfully current and future jobs (Moh'd, 2019).

DeNisi & Griffin (2010) mentioned that organizations realized the significance of learning opportunities particularly when they can bring direct benefits to both the individual and the organization. Thus they devoted efforts, special budgets for these purposes.

Dessler (2014) illustrated that employees who are provided with development programs in terms of training, development and learning can adapt to the changing requirements of the organization and gain competitiveness in the labor market. Moreover, Terera, & Ngirande, (2014); Memon et al., (2017); Rubel & Rahman (2018); and Ocen, Francis, & Angundaru, (2017) findings revealed that there is a connection between development programs and employees job satisfaction and employees citizenship behavior.

4.1.3 Empowerment

The concept of "Employee Empowerment" is comprised of several explanations of sharing power, participating in decision making, and maximizing human resources contribution in the strategic direction of the organization (Gibson et al., 2012).

Singh, & Singh, (2019) pointed out that in empowerment employees have a role in shaping organization activities, and they have control over the processes and the outputs. They added that the ultimate goal of empowerment is satisfaction of both employees and customers.

Hunjra, Akbar, & Yousaf, (2011) denoted that empowerment is a mean of investment in employees capabilities, through granting them the freedom and authority to make decision.

According to Luthans (2011) human resources need to take risks, initiatives, to be part of the adaptation process, they attempt to be the enablers of products innovation and organization competitiveness.

Han et al., (2016) argued that these objectives can be attained through empowerment, through avoiding the traditional top down communication, and autocratic leadership styles.

Jha, S. (2014) confirmed that if organizations seek employees' creative ideas and outstanding solutions, they had to give them more autonomy, continuous leadership support, and a radical change of organizations polices structure, and culture.

Karim, & Rehman, (2012); Kiarie et al., (2017) confirmed the relationship between empowerment and job satisfaction, and citizenship behavior which in return reflected in better productivity, quality of products and services and in better customer relationship .

4.2 Organizational Citizenship Behavior

In spite of the multiplicity of OCB definitions the core remains to express any positive actions that affect positively and uphold organizational performance (Ahmad, & Zafar, 2018).

Referring to the literature, the concept was introduced by Organ in the eighties of the last century with a definition that hold readiness to cooperate and give more without compulsory (Khalili, 2017).

Organizational behavior of Citizenship (OCB) is discretionary, not directly or explicitly accepted by the formal compensation system and represents individual actions that promote the effective functioning of the organization (Jain, 2016).

According to Singh,& Singh, (2019) through OCB employees go beyond the contract conditions signed by them when they hired, they perform non-compulsory tasks without expecting any compensations or recognition by the organization. The individual does not expect any kind of return for all these activities, at the same time the absence of these actions will not be penalized (Bilgin, et al., 2015).

Eissenstat & Lee, (2017) mentioned that OCB stems from the social exchange theory, it highlighted the helping roles and the social interaction inside the organization, the inner satisfaction that the person gain and reflected later in value added actions.

As quoted in (Memon et al., 2017) Organ distributed OCB into five groups of behavior "Altruism, , Courtesy, Civic Virtue, Conscientiousness, and Sportsmanship".

All these behaviors encompass unlimited state of cooperation and willingness to work for the benefit of others and the interest of the organization, without hesitation to provide any kind of assistance.

Relying of what was introduced by (Organ, 1997) Altruism is a volunteering initiative to help others like, new employees, overworked or absent colleagues. Courtesy is the behavior that aims to prevent problems, and to reduce conflicts. Civic virtue is expressed in deep interest in organization daily affairs, involvement in social activities, attending meetings. Conscientiousness encompasses behaviors of acceptance and compliance of rules and regulations of the organization. Finally, sportsmanship is connected with individual willingness to tolerate inconveniences and perform without, complaints.

4.3 Job Satisfaction

Job satisfaction is defined as the “pleasurable and positive emotional state deriving from one’s performance appraisal in task accomplishment” (Bilgin et al., 2015).

According to Dessler (2014) job satisfaction expressed the state of consistency between employees expectations and what they got on reality at the organization.

Ocen, et al., (2017) explained that it can be positive or negative feelings associated with several facets of work place, mainly payment and incentives system.

Armstrong & Taylor (2014) connected job satisfaction with the attitudes employees had towards the nature of work, work conditions and internal environment in terms of supervisors’ style, the relationship with coworkers, job security, and the opportunity of growth.

Parvin & Kabir, (2011) illustrated it is not self-employment that caused satisfaction and dissatisfaction, but the most important factor is employee expectations, and organizations dedications to meet these expectations in a satisfactory manner.

Bladi. & Al Saed (2017); summarized basic four factors that affect job satisfaction, psychological factors, social, physical and financial factors.

However Gibson et al., (2012) pointed out that job satisfaction relied on 5 aspects (pay, job type and the degree of challenge and exciting the job has, promotion opportunities , supervisors and coworkers).

The results of many previous studies, Pouliakas, & Theodossiou, (2010); Halepota, & Shah (2011); Bailey et al., (2016); Bakir,(2017a) supported the role of job satisfaction in enhancing job satisfaction, employees commitment and loyalty, organizational citizenship behavior and as a results organizational performance.

5. The Study’s Methodology

The research uses the descriptive-analytical approach to study its problem and test its hypotheses to achieve its objectives and importance. It provides information on the reality of the retail system antecedents (Leadership support, Empowerment and Professional Development) and their impact on the organizational citizenship behavior, and the magnitude of job satisfaction to elevate OCB.

5.1 Study’s Population and Sampling Unit

The study’s population consists of front employees in the 52 branches of the Arab Bank in the capital Amman. The sample of the study was taken in a comprehensive survey of all these employees who were 235.

Accordingly 235 questionnaires were distributed to the members of the sampling unit, and retrieved 232 questionnaires and 5 questionnaires were excluded.

5.2 Sources of Data Collection and Information

The current study is based on two sources:

1. Secondary sources: The researchers sought in this aspect to analyze the content of previous literature in books & journals.
2. Primary sources: In this aspect, the researchers resorted to the questionnaire as the main tool for the study, as it is the main technique in collecting the data for the phenomenon to be subjected to classification, treatment, testing, analysis and presentation.

The researchers used the questionnaire to cover the dimensions of the study and its variables, which was distributed to the selected sample members and collected after being filled by the respondents as follow:

Section One: Personal Demographic Characteristics. Were collected with closed-ended questions, through (4) Characteristics (Age; Gender; Years of Experience and Qualification).

Section Two: Retailing Antecedents. This section was measured through (Leadership support, Empowerment and Professional Development) and consisted of (5), (6) and (5) paragraphs respectively.

Section Three: Organizational Citizenship Behavior, this section was measured through (11) paragraphs.

Section Four: Job satisfaction, this section was measured through (5) paragraphs.

The respondents agreement was measured through Likert 5 scale as explained in table (1).

Table 1. Likert 5 scale

<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
5	4	3	2	1

5.2.1 The Questionnaire Validity

The survey was pre-tested by group of instructors PhD qualifications, from Amman Arab University and other universities, practitioners and their major is Business Administration to ensure that the survey constructed probably. A few comments added about the survey. The comments have been taken into consideration.

5.2.2 Questionnaire Reliability

Internal consistency of the scale was established through Cronbach's alpha measure. The values of this measure are given in Table (2).

Cronbach Alpha was calculated for each of the study's variables. table (2) results show that the values ranged between (0.81-0.89), according to Sekaran (2003) these results are acceptable and indicated an acceptable internal consistency and also that the questionnaire is reliable

Table 2. Cronbach Alpha results

Variable/s	Cronbach Alpha value
Leadership support	0.86
Empowerment	0.89
Professional development	0.82
Job satisfaction	0.81
Citizenship behavior	0.84

6. Statistical Analysis Results

Statistical Package for Social Sciences "SPSS Ver.22" was used for analyzing the collected data and information as follows:

6.1 The Descriptive Statistics

The Mean and standard deviations of all areas of the study's instrument were calculated.

Table (3) displayed the results of the total means and standard deviations of (Leadership support, empowerment, and professional development) which = (4.236, 4.198, 4.101) respectively, the means values indicated that the respondents perceived their organization positively, and they got satisfactory levels of support from their leaders, and sufficient levels of authority delegation and power to participate in decision making process, and the organization provide them with the needed development activities, the table also shows the total mean of the questions that measured Job satisfaction (3.74) which signalized that the respondents are satisfied with the supportive activities provided by their organization.

The table also manifests the total mean of the questions that measured organizational citizenship behavior (4.12) which implied that the respondents have high level of citizenship feelings that reflected in their behavior towards their organization and accordingly on their performance.

The values of the standard deviation which are for all the variables less than 0.50 indicated an approval among the respondents related the study's questions.

Table 3. descriptive statistics results

Variables	Mean	Std. Deviation	Std. Error Mean
Leadership support	4.2361	.34064	.02261
Empowerment	4.1982	.34366	.02281
Professional development	4.1013	.34864	.02314
Job satisfaction	3.7419	.24704	.01640
Organizational Citizenship behavior	4.1213	.30336	.02013

N=227

6.2 Hypotheses Testing Results

H01 results:

Multiple regression is calculated to test the impact of the three independent variables (leadership support, empowerment, and professional development) on the dependent (citizenship behavior). Table (4) displays the results of the model summary, ANOVA and coefficients.

Table 4. Ho1 results

Model summary results & ANOVA Results				
R	R Square	Adjusted R Square	F	Sig.
.447 ^a	.200	.189	18.528	.000 ^b
Coefficients				
Independent variables	B	Beta	t	T sig
(Constant)	1.961		6.620	.000
Leadership Support	.156	.176	2.696	.008
Empowerment	.248	.285	4.294	.000
Professional development	.115	.130	1.848	.066

Table (4) results show that the value of $R = 0.447$ indicated that there is a positive moderate correlation between the independent variables and the dependent. The value of $R^2 (.200)$ shows that 20% of the variation in the dependent variable (organizational citizenship behavior) is impacted by the independent variables. The values of calculated $F (18.528)$ at 0.000 sig level indicated that the model is suitable for testing regression between variables. Due to the sig level (0.000) which is less than (0.05).

The coefficient part in the table displays the values of t calculated and their significant which were as follows: Leadership support: $t = (2.696)$, at (0.008) sig level. Empowerment: $t = (4.294)$, at (0.000) sig level, Professional development: $t = (1.848)$, (0.066) sig level. These results indicate that there is a statistically significant impact of leadership support and empowerment on organizational citizenship behavior. As well as the professional development doesn't have a statistically significant impact on citizenship behavior, due to its sig level (0.06) > (0.05). Also the table results show the values of $B (0.156)$ which means that any increase in one unit of the leadership support will increase the organizational citizenship behavior by (0.156). Furthermore the value of $B (0.248)$ means that any increase in one unit in empowerment will have an increase in organizational citizenship behavior by 0.248.

H02 results:

Multiple regression is used to test the impact of the independents (leadership support, empowerment, and professional development) on the dependent (job satisfaction).

The results in table (5) show that the value of $R (0.258)$ indicated that there is a positive weak correlation between the independent variables and job satisfaction. The value of $R^2 (0.066)$ shows that just 6.6% of the variation in job satisfaction resulted from the 3 independent variables. The values of calculated $F (5.282)$ at 0.002 sig level indicated that the model is suitable for testing regression between variables.

Table (5) also shows the values of t and their significant levels of leadership support (1.544), at 0.124 sig level, and for empowerment 1.868 at 0.063 and finally for Professional development 1.226 at (0.221) sig level. It is obvious that all sig level results > 0.05 which indicated that there is no statistically significant impact of the three dimensions (leadership support, empowerment and professional development) on Job satisfaction.

Table 5. Ho2 results

Model summary results & ANOVA Results				
R	R Square	Adjusted R Square	F	Sig.
.258 ^a	.066	.054	5.282	.002 ^b
Coefficients				
Independent variables	B	Beta	t	T sig
(Constant)	2.725		10.458	.000
Leadership Support	.079	.109	1.544	.124
Empowerment	.102	.142	1.868	.063
Professional development	.062	.088	1.226	.221

H03 results:

Simple regression is utilized to test the impact of job satisfaction on the organizational citizenship behavior of frontline employees of Arabic Bank.

Table (6) shows that $R = 0.247$ indicated a weak positive correlation between job satisfaction and organizational

citizenship behavior, meanwhile the value of R^2 (0.061) indicated that job satisfaction is responsible of 6.1% of the variation in organizational citizenship behavior. The value of F (14.620) at 0.000 sig level indicated that the model is suitable for testing regression and there is an impact of job satisfaction on organizational citizenship behavior. The value of t = (3.824), (0.000) sig level indicated that job satisfaction has a statistically significant impact on organizational citizenship behavior. And through the value of B (0.303), any increase by one unit in job satisfaction will result an increase in organizational citizenship behavior by 30.3%.

Table 6. Ho3 results

Model summary results & ANOVA Results				
R	R Square	Adjusted R Square	F	Sig.
.247 ^a	.061	.057	14.620	.000 ^b
Coefficients				
Job satisfaction	B	Beta	t	T sig
(Constant)	2.986	.247	10.039	.000
	.303		3.824	.000

H04 results:

There is no statistically significant impact of job satisfaction in improving the impact of retail system antecedents (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior of frontline employees of Arabic Bank.

Table 7. testing mediator, results

Hypothesis	a		b		a*b		c		c'		Decision	
	Path Coefficient	T. Value	Path Coefficient	T. Value	Path Coefficient	T. Value	Path Coefficient	T. Value	Path Coefficient	T. Value	Baron & Kenny	Botstrapion Method
H ₀₄	0.531***	8.256	0.476***	4.957	0.215**	1.963	0.352***	4.133	0.121***	4.705	Partial Mediation	Partial Mediation

The paths of c, a, b, and c' can be estimated by multiple regression to test the job satisfaction as a mediator

Total Effect	VAF	Decision
0.604	0.41	Baron & Kenny Partial Mediation
		Bootstrapping Method Partial Mediation

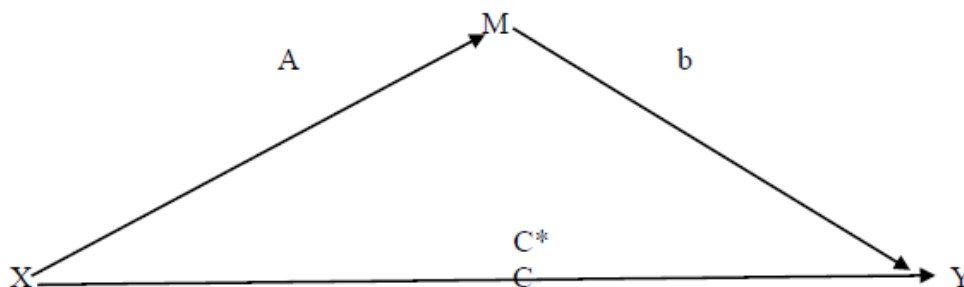


Figure 2. Testing mediator

A meditational model is correctly specified, the paths of c, a, b, and c' can be estimated by multiple regression to test the job satisfaction as a mediator improving the impact of retail system (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior of frontline employees of Arabic Bank. Tables (7) shows:

- a) Independent to mediator, with Beta =0.531 , its sig.
- b) Mediator to dependent, with Beta =0.476, its sig.
- c) Direct of independent to dependent, 0.352
- d) Total effect = 0.604
- e) VAF= 041 this result indicate that the impact of mediator is partially referred to The Baron and Kenny (1986) for testing mediation Method

7. Conclusions and Recommendations

The study aims to shed light on the impact of (Leadership support, Empowerment and Professional Development) as antecedents of both job satisfaction and organizational citizenship behavior of frontline employees operating at the Arabic bank which is considered the largest bank in Jordan in terms of capital, number of employees and branches, and geographical distribution

Relying on the statistical analysis it was found that there is a statistically significant impact of the three dimensions (Leadership support, Empowerment and Professional Development) on citizenship behavior, while they don't have a statistically significant impact on job satisfaction. Based on what was introduced in the previous literature part job, satisfaction is motivated by group of factors in addition to the examined three in this study.

For example (pay, internal environment, coworkers, content of the job.. etc) were predictors for job satisfaction.

In consistency with other studies results, the findings of this study confirmed that there is an impact of job satisfaction on organizational citizenship behavior.

And finally the results of the fourth hypothesis revealed that the job satisfaction as a mediator is partially improving the impact of retail system (Leadership support, Empowerment and Professional Development) on the organizational citizenship behavior frontline employees of Arabic Bank.

Meanwhile the results of the descriptive statistics (total means) indicated a state of satisfaction and citizenship attitude and behavior among the surveyed employees.

Relying on the previous results it is recommended to give more attention to the means of job satisfaction, and to conduct surveys to assess employees' perception of work conditions, their preferences, and expectations, to be able to find the best matching between employees and the organization's objectives.

However this study has its limitations which embodied in examining 3 antecedents for motivating both job satisfaction and organizational citizenship behavior, the study was conducted just in one section at one organization. Consequently For future research it is recommended to take into considerations other antecedents and test their impact on citizenship behavior, with different mediators, and to conduct future research at different sectors than commercial banks.

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